

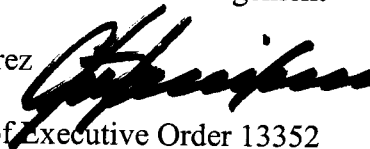
April 24, 2006



THE SECRETARY OF COMMERCE
Washington, D.C. 20230

MEMORANDUM FOR: James L. Connaughton
Chairman, Council on Environmental Quality

Linda M. Springer
Director, Office of Personnel Management

FROM: Carlos M. Gutierrez 

SUBJECT: Implementation of Executive Order 13352

I am writing in response to your memorandum requesting a report on our progress in implementing Executive Order 13352. The Department of Commerce is pleased to be involved in the interagency effort to contribute to cooperative conservation in the United States.

INTRODUCTION

I support creating a common set of competencies within the Department of Commerce to assure collaborative conservation is practiced as a fundamental approach for doing business within relevant agencies/bureaus. Within the Department of Commerce (DOC), the lead bureau is the National Oceanic and Atmospheric Administration (NOAA). NOAA's Strategic Plan emphasizes cooperative conservation principles, including the recognition that we must keep and promote expertise in skills that support collaboration, communication, and partnerships. Many of NOAA's current efforts reflect the vision of cooperative conservation.

COMPETENCY DEFINED/ DESCRIBED

NOAA will use the cooperative conservation competencies agreed to by the Interagency Cooperative Conservation Team (ICCT) working group.

CURRENT EFFORTS

Competency-based HR System: My Office of Human Resources Management established a contract in August 2005 to build competency models for DOC's 20 mission critical occupations. NOAA established a contract in January 2006 to develop and validate competency models to complement Departmental efforts. Both of these are critical in moving us toward a competency-based HR system.

NOAA's goal is to design and implement a comprehensive workforce planning methodology. This includes developing and validating competency models that are future-oriented and tied to NOAA's Strategic Plan and NOAA's Strategic Human Capital Management Plan.

Core competencies required of all NOAA employees will be developed first. Competencies for specific occupations or work roles will be developed after completion of the core competencies. During the development, cooperative conservation competencies will be incorporated within this

framework for positions or work roles identified as applicable. The result will be a comprehensive, integrated workforce planning methodology and execution plan linking competency assessment to position management, position descriptions, staffing, performance planning and assessment, career development, promotion and rewards.

Training and Development: NOAA provides training in interest-based negotiation, coordination, cooperation and collaboration, facilitation and mediation skills, and conflict management skills. This provides the foundation for partnering, negotiating, interpersonal skills, problem solving and conflict management.

In order to implement its Strategic Plan, NOAA has established programs that cut across the formal organizational structure. This program structure provides practical experience working across both interest and functional lines to employees at all levels in the organization. This experience is increasingly being used to work with public and private sector stakeholders including National Stakeholder Meetings that begin NOAA's strategic planning process.

Awards: Department of Commerce Gold and Silver Awards for Leadership and NOAA Bronze Awards for Leadership can be used to recognize achievements in areas related to cooperative conservation. The NOAA Fisheries Service Stewardship & Sustainability Award recognizes outstanding achievement in cooperative and collaborative work among federal employees and stakeholder groups to foster best practices in sustainable living marine resources management.

Roles and Responsibilities: NOAA's Workforce Management Office has the lead for implementation of a competency-based HR system. The NOAA Human Capital Council will serve as senior advisors to this process. NOAA's Workforce Management and Training Committee advises and assists with implementation issues. The point of contact is Barbara Boyd, Director of Corporate and Strategic Human Capital Initiatives, NOAA Workforce Management Office, (301) 713-6360.

LONG TERM STRATEGY FOR IMPLEMENTATION OF EO 13352

DOC and NOAA are committed to a competency-based HR system and comprehensive workforce planning. Over the next five years, NOAA will identify positions requiring cooperative conservation competencies. NOAA will validate competencies for these positions, identify current and projected skill gaps, and develop comprehensive plans for closing these gaps.

Hiring: Hiring is one way to close skill gaps within an organization. Hiring based on relevant competencies ensures the current and future workforce can carry out the agency's mission. Once covered positions are identified, validated questions based on competencies will be developed for use in our automated hiring system and behavioral interviews.

Training and Development: Training and development are also used to close skill gaps. Once gaps are determined, training programs will be selected or developed directly addressing these gaps and helping to strengthen employee skills. The DOC e-learning system can be used to

enhance many of the cooperative competency components. A specific course designed for cooperative competencies, including environmental conflict resolution, will be developed.

Rewards: NOAA will be implementing a new five-level performance management system for Fiscal Year 2007. In addition, the DOC Demonstration Project will be expanded within NOAA. Both systems will incorporate customer service as a component of the performance plan, which reflects tenets of cooperative conservation. As the new performance management systems come online, a conservation competency element will be incorporated in performance plans for the appropriate positions.

NEXT STEPS

One Year Actions: NOAA will create a working group in the spring of 2006 that will organize and present a workshop to introduce cooperative conservation competencies to the organization as a whole. The workshop will include unveiling the concept of cooperative conservation competencies within NOAA and will provide an opportunity to actively engage employees on the issue.

NOAA's new performance management systems will be fully implemented in October 2006 and will reflect elements of cooperative conservation competencies for relevant positions. Although current award criteria recognize achievements in areas of cooperative conservation, awards criteria will be reexamined to strengthen language emphasizing cooperative conservation efforts.

Integrating with Proud to Be Goals: NOAA will incorporate the development of a competency-based HR system into its Proud to Be Goals as defined in the President's Management Agenda. Incorporation of cooperative conservation competencies will be highlighted under this broader effort.

Validation: NOAA will work with contractors to validate competencies for selected positions. Once competencies are validated, they can be utilized within workforce planning process. The process will be shared with other organizations through the interagency working group.

Coordination with Unions: DOC and NOAA have National Consultation Rights with the National Weather Service Employees Organization. NOAA also has 23 local unions. Appropriate consultation and bargaining will be conducted as required.

Resource Requirements: Current and anticipated resources were considered in the development of this plan. Any additional activities are likely to require additional staff and funding.

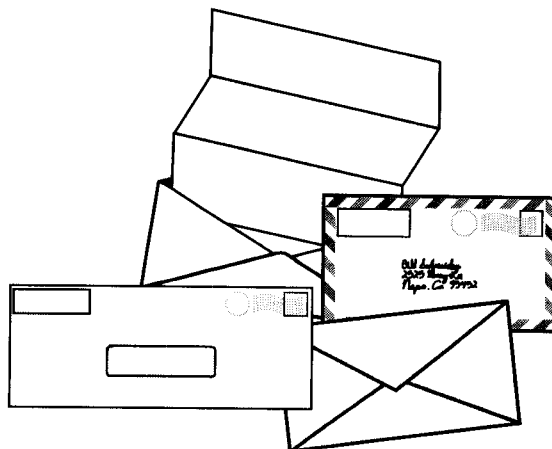
U.S. DEPARTMENT OF COMMERCE

NATIONAL OCEANIC AND ATMOSPHERIC ADMINISTRATION

EXECUTIVE SECRETARIAT

Phone No. (202) 482-2985

Fax No. (202) 482-6203



TO: James L. Connaughton

PHONE: _____

FROM: Mildred Washington

PHONE: _____

DATE: April 25, 2006

COMMENT: _____

No. of pages transmitted 4

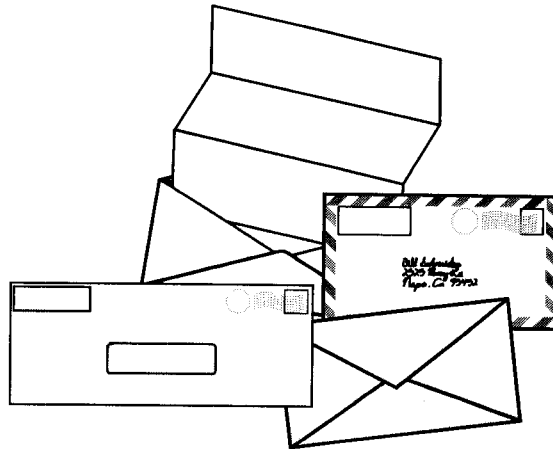
U.S. DEPARTMENT OF COMMERCE

NATIONAL OCEANIC AND ATMOSPHERIC ADMINISTRATION

EXECUTIVE SECRETARIAT

Phone No. (202) 482-2985

Fax No. (202) 482-6203



TO:

Linda M. Springer

PHONE:

FROM:

Mildred Washington

PHONE:

DATE:

April 25, 2004

COMMENT:

No. of pages transmitted

4

Folder

From	<input checked="" type="radio"/> Ribas, Eduardo
Folder Manager	NOAA/ES (Group)
Addressed To	Under Secretary
Access Right	NOAA/WMO
Subject	Implementation of a Competency-Based Approach to Collaboration and Partnering in response to Executive Order 13352, "Facilitation of Cooperative Conservation"
Keyword Summary	Executive Order 13352
Mail Type	Mail
Folder Types	Appropriate Action
Control Number	010338-2006
Folder ID	11269
DOC Control Number	
Signature*	Under Secretary
Clearance Status(ExecSec Only)	
NOAA File List	
Date Due for LO	
Created By	Johnson, Denise L. 03/07/2006
Modified By	Johnson, Denise L. 03/07/2006
Date on Document	03/03/2006
Date Received	03/07/2006
Date Due	03/21/2006
Date Closed	

Attachments

Details	Download	Description	Type	Access Right	Owner	Created Modified
		Incoming	Document Image	NOAA/WMO	Johnson, Denise L.	03/07/2006 03/07/2006
		secretary memo	Word Document	NOAA/WMO	Johnson, Denise L.	03/07/2006 03/07/2006
		Secretary's response	Word Document	NOAA/WMO	Johnson, Denise L.	03/07/2006 03/07/2006
		signed memo	Document Image	NOAA/WMO	Johnson, Denise L.	03/17/2006 03/17/2006
		Revised response	Word Document	NOAA/WMO	Johnson, Denise L.	04/13/2006 04/13/2006

Assignments

Details	Action	Assigned To	Assigned By	Status	Work Sequence	Date Assigned	Date Due	Closed	Access Right
	Review	NOAA/ES (Group)	Johnson, Denise L.	Active	1000	03/07/2006	03/08/2006	<i>4/13/06</i>	NOAA/WMO
	Requested Activity: REVISED RESPONSE CLEARANCE								
	Response Notes: Reviewed by Helen Halloway 3/7/06								
	Clearance	GC (Group)	Johnson, Denise L.	Pending	1200	03/07/2006	03/09/2006	<i>3/4/13/06</i>	NOAA/WMO
	Requested Activity: REVISED RESPONSE CLEARANCE								
	Response Notes: Rcv'd 3/7/06 to A. Creason. TO ES 3/8								
	Clearance	CFO (Group)	Peterson, Sheryl A.	Closed	1250	03/08/2006	03/10/2006	03/09/2006	NOAA/CFO

*rec'd in GC
on 4/13/06*

Response Notes: Rec'd 3/8/06. 1:30 pm, J.Hite								
Clearance	DUS (Group)	Johnson, Denise L.	Closed	1300	03/07/2006	03/10/2006	03/17/2006	NOAA/WMO
Requested Activity: G. White cleared 3-15-06								
Response Notes: 3/8 - Returned for CFO's Clearance Per DUS (White) -- 3/9 Rec'd in DUS								
Clearance	NOAA/POLICY (Group)	Johnson, Denise L.	Pending	1400	03/07/2006	03/13/2006	NBS 4/13/06	NOAA/WMO
Requested Activity: M. Snyder cleared 3-15-06								
Response Notes: REVISED RESPONSE CLEARANCE								
Clearance	USCOS (Group)	Johnson, Denise L.	Closed	1500	03/07/2006	03/14/2006	03/15/2006	NOAA/WMO
Response Notes: File in for clr. 3/15, Clrd. SCRayder 3/15								
Signature	USEC (Group)	Johnson, Denise L.	Closed	1600	03/07/2006	N/A	03/15/2006	NOAA/WMO
Response Notes: Sgd. CCLautenbacher 3/15, file handcarried to ES for further processing								
Signature	SEC (Group)	Johnson, Denise L.	Pending	1700	03/07/2006	N/A		NOAA/WMO
Requested Activity: Forwarded to DOC Exec Sec 3-17-06								
Close	NOAA/ES (Group)	Johnson, Denise L.	Pending	1800	03/07/2006	N/A		NOAA/WMO

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06-000932-D
UNITED STATES DEPARTMENT OF COMMERCE
The Under Secretary of Commerce
for Oceans and Atmosphere
Washington, D.C. 20230

MAR 15 2006

ACTION-DECISION

MEMORANDUM THROUGH THE DEPUTY SECRETARY
FOR THE SECRETARY

FROM: Conrad C. Lautenbacher, Jr.
Vice Admiral, U.S. Navy (Ret.)
Under Secretary of Commerce for
Oceans and Atmosphere

2006 MAR 17 PM 4:12
OFFICE OF THE SECRETARY

SUBJECT: Implementation of a Competency-Based Approach to
Collaboration and Partnering in Response to Executive Order
13352, "Facilitation of Cooperative Conservation"

Forwarded for your approval and signature is a response to James L. Connaughton, Chairman of the President's Council on Environmental Quality, and Linda M. Springer, Director of the Office of Personnel Management, requesting a report on progress to ensure the Department of Commerce takes into account, to the fullest extent possible, the principles of Cooperative Conservation in the hiring, training, and rewarding of federal employees consistent with agency mission requirements and individual employee duties. The attached memo is the response to the request, and requires your signature by March 31, 2006.

RECOMMENDATION:

That you sign the attached request.

Clearances: See attached NOAA clearance sheet.

Executive Secretariat Clearance:

Tracey Rhoades

4/24/06
Date

